


THANK YOU

Thank you to Spencer Johnson, MD author of Who Moved My Cheese? with a foreword by Kenneth Blanchard, Ph.D.

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State of Utah
Foster Care Citizen Review Board



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OUR MISSION



The Foster Care Citizen Review Board provides periodic case reviews for children who are in the custody of the state. These reviews are independent, confidential and provide recommendations for permanency. Citizens impact policy and practice by reviewing case file documents, meeting with interested parties to discuss progress toward permanency for the child, and by establishing an environment where children, parents and caseworkers are willing and able to provide their perspective and input in the decisions that affect their lives.



The Utah
Reviewer

A PUBLICATION FOR THE VOLUNTEERS OF THE UTAH FOSTER CARE CITIZEN REVIEW BOARD
JANUARY 2002
Vol. 1 No. 4

DIRECTOR’S NEWS, by Patricia Worthington, FCCRB Director

The National Association of Foster Care Reviewers (NAFCR) is an advocacy based, not-for-profit organization whose primary purpose is to promote the safety and permanency of children in foster care by assuring that independent review is provided to all children in care. The mission statement of the organization is: To promote safe, permanent families for children in foster care by:

- Assuring that every child in foster care receives independent, timely, culturally responsive, quality case reviews; and
 - Advocating on behalf of abused and neglected children at the case and policy levels by using the information gathered during the review process to initiate and sustain systemic reform.
- NAFCR fulfills this mission by:
- Developing resources and tools for conducting quality case reviews and operating effective and efficient foster care review systems.
 - Providing technical assistance and training for creating or enhancing case review systems.

- Providing a forum for networking and information exchange among review program administrators.

The training program used to train new volunteers in Utah was designed, written and tested by NAFCR. The national association has also prepared a manual – “*Safe Passage to Permanency: Guidelines for Foster Care Review*” which is fast becoming the standard for setting up, and managing foster care review systems, as well as conducting the actual reviews.

Patricia Worthington, Director, Utah Foster Care Citizen Review Board is currently serving as a member of the NAFCR Board of Directors.

NAFCR is pleased to announce that the National Foster Parent Association, Inc., during their November 2000 meeting in Cincinnati, Ohio, voted to formalize their position on NAFCR and independent review. They approved the following position statement at that meeting. “The National Foster Parent Association, Inc. recognizes and supports the mission and goals of the National Association of Foster Care Reviewers. That mission being the promotion of safe, permanent families for children


in foster care. By assuring that every child in foster care receives independent, timely, culturally responsive, quality case reviews: and advocacy on behalf of abused and neglected children at the case and policy levels. The National Foster Parent Association further encourages foster parents to attend and participate in the review process by providing input, advocating for the children in your care and assistance in clarifying problems or obstacles to permanency.”

The Utah Foster Care Citizen Review Board and the National Association of Foster Care Reviewers want to publicly thank the National Foster Parent Association for its support.

In your reviews, volunteers might wish to thank local representatives of this organization, as well as foster parents for their vote of confidence, and encourage all Utah foster parents to support the national organization with their membership. By working together, we can make a difference in outcomes for children.

Reviewers interested in participating with NAFCR may contact Pat Worthington for membership information at (801) 468-0121.

State of Utah



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Special points of interest:

Would you or your community, civic or church group like a speaker from the Foster Care Citizen Review Board?

Our agency staff is available to speak and inform your group about the opportunity to serve Utah’s foster children through the Foster Care Citizen Review Board.

You may contact the following people for more information:

Director, Patricia Worthington, 468-0121

Program Manager, Kristin Lambert, 468-0154

Program Manager, Donna Riley, 468-0177



INTERESTING WEB SITES RELATED TO FOSTER CARE

www.youthcomm.org/Publications/FCYU-info This has stories written and published by children in foster care. A very personal and first person glimpse of foster care.

www.fosterclub.org A website for children in foster care!

www.fosterclub.org/growups/index.html A website for foster parents

www.safechild.net Child safety website
www.traditionsinthemaking.com A website with Native American information and links.

Thank you to the Utah Foster Care Foundation for publicizing these sites in their newsletter.

FOCUS: PARTNERSHIP FOR CHILDREN

Valley Mental Health Children's Services and the Foster Care Citizen Review Board

Sixteen staff of the Valley Mental Health Division of Children's Services offered the FCCRB feedback recently. Ann Foster, Director of Children Services asked her staff:

What are two important aspects of children's mental health that the Review Board should attend to during the review?

- *Family participation in treatment
- *Specific treatment goals for the child and how those goals are being addressed and the progress
- *Attention to recommendations on treatment and permanent family placement
- *Appropriate level of care need not be completely based on the dollars
- *Address more specifically the role of the family, state worker, and treatment facility to unify team members around the clinical needs of the client.

What are the benefits of participating in the Foster Care Citizen Review Boards for your clients?

- *It's a good chance to review progress with the client and gain support for clinical recommendations when conflicts arise with DCFS due to budget issues.
- *Sometimes the information is really informative, other times it seems there is not a focus or direction.
- *An independent group checking on the child and their needs.
- *Gives me an opportunity to bring up concerns that may not be getting addressed.

What barriers do you experience in participating in the Foster Care Citizen Review with your client?

- *Scheduling is often a problem and short notice or changing of dates and times.
- *Not enough hours in the day.
- *Uncertain about where information goes after they collect it.
- *They try to be the therapist without information.

What suggestions do you have for the Foster Care Review Boards?

- *Shorten meetings. Sometimes the board is running late and the wait is long.
- *Visit some of the places in which the youth are placed. Sometimes the Board knows nothing about our program.
- *Prepare a standard list of questions about treatment goals, progress and family participation to ensure they are getting complete information about the client's status and to ensure goals are being met.
- *Thank you for your commitment to kids in state care, it makes a difference. I've appreciated being able to contribute by letter.

The FCCRB appreciates VMH taking precious time to offer this feedback and we look forward to a continued strong partnership for children.



VOLUNTEER SPOTLIGHTS

VERA NIELSON has served on a Provo board for three years. When asked, "How did you hear about the FCCRB?" She responded, "Our daughter-in-law worked for the Children's Justice Center and saw the need. She encouraged my husband and me to look into volunteering – so we did!" Why did she choose to serve on the FCCRB? "I wanted to serve my community and helping children is a priority."

Vera and her husband have been married 39 years. They have 3 children and 9 grandchildren living in Las Vegas, Virginia and Utah. Vera grew up in Heber, Utah and is a graduate of the University of Utah. She has taught second grade and kindergarten. Her hobbies and interests are: travel, grandchildren, cooking, gardening and interior decorating.

THANK YOU, Vera, for bringing all your personal and professional expertise into the review room!



ESTELLE DAHLKEMPER serves the Foster Care Citizen Review Board in Weber County. She has been a volunteer for about a year. She joined the FCCRB after responding to an ad in the newspaper. Estelle's children were killed in automobile accidents - Joel on July 7, 1998 and Ebony on July 1, 2000. She has 2 grandsons who are the light of her life. To cope with her loss, Estelle has created a memory garden in her back yard that is bordered by Burch Creek, to honor Joel and Ebony. Many friends and neighbors have contributed to this ongoing project. She finds peace and comfort in her special garden.

Estelle said she choose to serve on the FCCRB "to try and make a difference for children." She extends that desire to better children's lives and the community through her service as Executive Director of St. Benedict's Foundation, sponsored by Mount Benedict Monastery. She holds a Master's Degree in Public Affairs and Health Systems Administration.

She enjoys reading, quilting, refinishing furniture, volunteering and snowboarding! If you see Estelle these days, you will notice her excitement about the upcoming Olympics. She is wearing a necklace of all the 2002 Olympic charms issue.

THANK YOU, Estelle, for your compassion & desire to serve!



Estelle is sitting in the center.





APRIL 2001 VOLUNTEER TRAINING EVENT

On April 28, 2001 FCCRB volunteer training was held at the FCCRB State Office. We were fortunate to have Ms. Margaret Shaw, the Division of Services for People with Disabilities (DSPD) Support Coordinator, provide an excellent training on the mission of DSPD, eligibility for services, the services provided, and the role of DSPD.

This training was important for FCCRB Review Board members as Ms. Shaw discussed the priority that is given to foster children due to a contract DSPD has with the Division of Child and Family Services. This is very important to children in care due to the current waiting list. There is often a wait of six years or more for many DSPD services. Ms. Shaw indicated that foster children are often not eligible for services once they are returned to their homes due to the waiting period for services. It is therefore imperative that the child is put on a waiting list for services immediately if their goal is to return home, so that hopefully there will not be a break in services. Lack of services can be a contributing factor to the parents' inability to maintain their challenging child in their home.

At the conclusion of the training, Donna Riley, FCCRB Program Manger, emphasized it was important for Review Board Members to

remember to include recommendations that encourage **communication and coordination between the DCFS and DSPD caseworkers** providing services for the foster child. Margaret Shaw agreed with this statement and indicated that if a child is receiving DSPD services, **the DSPD caseworker should always be invited to the Citizen Review, as they are a very important part of the child's care.**

This morning of training provided an excellent opportunity to increase Review Board Member's understanding of other agencies that serve foster children. Coordinating services with other agencies helps to ensure the child's needs are being met and their best interest is being considered.

Thank you to all who attended and participated in this training. Please let your Board Coordinator know other subjects you would be interested in having training on!

Article submitted by Sheri Barker, FCCRB Northern Region Board Coordinator



OUR VIEW

Good Counsel

Finally, someone gets to the root of the problem with the Division of Child and Family Services. Rather than haranguing against DCFS or the guardian ad litem office, the Foster Care Citizen Review Board has recommended better legal representation for parents. Here's a real solution, one that will address many of the problems plaguing DCFS and the legal system in general.

Attacking DCFS has become a statewide pastime. Investigations involving little more than an interview of the child followed by substantiation for abuse are a particular source of complaint. In response, some advocates have pushed the Legislature to loosen abuse laws or disband the guardian ad litem office, which represents the child's interests.

Protecting the parents through better legal representation is a far better solution than scaling back the protections for vulnerable and potentially abused children. It will also encourage investigators to be more thorough and push DCFS to review its policies and practices. If the division knows it may face a tough legal battle rather than a confused and frightened parent with little or no representation, it will have to gather stronger evidence than just a one-time victim interview.

The suggestions of the Citizens Review Board also address inequities in legal representation. An over-worked, underpaid, court-appointed attorney is not always as effective as the high-priced private defense attorney, particularly in a highly specialized area like child welfare. Access to effective and affordable legal representation is an ongoing concern for all people who

can't afford \$300-an hour attorney's fees. But while less expensive alternatives are available for divorce cases or bankruptcies or DUIs, a walk through the phone book shows no one claiming expertise in child welfare, even in the family law arena.

Utah lawmakers should thoroughly examine the rational suggestions of the Citizen Review Board before succumbing to the more emotional pleas of parental rights groups for less protection of children. While cost will be an obstacle to creating a state office of defenders, the underlying idea of providing knowledgeable lawyers deserves the support of lawmakers and they should use their best efforts to make this idea a reality.

Reprint from the Salt Lake Tribune OPINION, Thursday, May 21, 2001

ADVOCACY: HOW YOU CAN MAKE A DIFFERENCE FOR CHILDREN

In addition to being a Foster Care Citizen Review Board member you can also become a voice for children and families in our community. Speaking up for those who are unable to do so, is basically what advocacy is all about. As review board members, we can build connections among service providers, convene strategic planning or consensus building sessions to help craft public policy agendas. We can unite as one voice for the children in foster care and their families to ensure their needs are met and their future is bright.

In the spirit of unity and commitment we as Foster Care Citizen Review Board volunteers are forming an advocacy group to assist the review board agency in improving "the effectiveness of the public systems charged with the protection and well-being

of children in foster care." If you are interested in joining us, please give us a call at (801)468-0177 (Program Manager, Donna Riley) or (801) 468-0121 (Director, Patricia Worthington).

We want all children, especially those in foster care, to be physically and emotionally healthy, ready to become positive contributors to society. But for this to happen, they need someone to be their voice at the Capitol. They need advocates to monitor the foster care system. Children need watchdogs to stand before the legislature and talk about their needs. Children need all of our collective strength and all of our individual passion to ensure that throughout Utah children in foster care have every opportunity to reach their greatest potential.

Karen Crompton, executive director of Utah Children, says "we must continue to work to maximize our inherent strength. ... We need to deliver the message that adequate funding and strategic investments in children's well being are in every politician's [best] interest."

With the immense talent found in the Foster Care Citizen Review Boards across the state of Utah, we can *increase* our efforts to make a difference in the lives of children. Come join us on behalf of the children in foster care to have their voices heard -- to be their advocates.

*Kathy McQuade, Chair
Foster Care Citizen Review Board
Salt Lake City Board - 19*





BOBBIE PILLAR RETIRES

Bobbie Pillar will retire from the Foster Care Citizen Review Board Steering Committee in December 2001. Bobbie has served as the Chair of that committee since 1997. She joined the Foster Care Citizen Review Board Steering Committee in 1993!

In 1993 the FCCRB consisted of a full time director and a less than half-time secretary. There were four review boards: 2 in Salt Lake City, 1 in Price and 1 in Ogden. There were about 40 volunteers. Quite a contrast now 8 years later with 44 review boards meeting monthly with 400+ volunteers and 21 full time staff. All of the children in foster care now receive periodic case reviews conducted by volunteers.

As Bobbie wraps up her years of service she took a few moments to reflect on her experiences with the FCCRB in an interview with Donna Riley, Program Manager.

Donna: Bobbie what motivated you to get involved with the FCCRB?

Bobbie: I had been involved with Administrative Reviews of children in foster care with the Division of Child and Family Services and enjoyed that. The people involved with those reviews sought me out to get involved with the FCCRB. I had to “sell” the opportunity to my boss. He asked me why I wanted to get involved and how that involvement would benefit our company? I thought about it and then told him, “My participation representing our agency, will make a difference for a child, their family and the staff involved in foster care. It will be a nice way to get involved with the system.” My boss said, “Okay!”

Donna: What positions have you held with the FCCRB?

Bobbie: I have always served on the steering committee as a member and chair. I did not have the opportunity to serve on a review board. I have enjoyed being involved in the volunteer and staff selection process in the past. I have done a lot of reading about the work of the FCCRB.

Donna: What have been your top two or three reasons for staying involved with the FCCRB?

Bobbie: I fell in love with the people involved! I have enjoyed watching it go from a one-woman show to what it is today! I believe the FCCRB has had a tremendous, positive impact on individual children and their whole process in the system, their family and

friends. More than anything, family, friends and faith groups are the first line of support and protection for every child and the FCCRB can target those kinds of resources to be more available to children in our communities. The FCCRB process has been helpful in some system change.

The Memorandum of Understanding signed January 2000 between the FCCRB and DCFS is one huge example of a positive impact the FCCRB review boards have had on the child welfare system. This is a specific example of system-wide change. It represents a strong partnership between DCFS and FCCRB, but more importantly shows the HUGE shift in philosophy in child welfare from a closed up system to a system actively reaching out and developing partnerships for the benefit of children and their families. FANTASTIC describes this demonstration of system wide change. In 1991 it was not even dreamed of that the child welfare system could become so open!

My commitment has remained strong because of the stories and experiences of participants in the review process. I feel a deep gratitude to the review board volunteers and those providing the direct care to children in foster care.

Donna: What is one highlight of your long-term experience with the FCCRB?

Bobbie: Lots of different things come to mind. The first staff recognition luncheon stands out because of the things said that day. In 1999 staff did an incredible job taking the vision of the FCCRB and making it a reality. Staff assured the number of children served grew throughout the state. The number of children reviewed rose from 1,091 to 1,855. The number of boards went from 28 to 37. At the same time training was provided to 254 new volunteers. Highlighted during the recognition luncheon was the past FCCRB accomplishments compared to the present accomplishments and the future vision for accomplishments. We began to see what we really could do! It was a moving experience to share in those reflections and vision. The FCCRB was a good idea whose time had come. It had to happen. We had to get better in how we deal with our children.

Donna: What is your vision for the future of the FCCRB?

Bobbie: Further development. Development of national standards for foster care review and all programs becoming nationally certi-

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BOBBIE PILLAR RETIRES, *continued*

fied. Conduct research about the outcomes or results on the impact foster care review and foster care can have on a child and their family. The national standards for certification should be based on standards and outcome research. I would like to see us PROVE what we do has value. We change children’s lives! Our program can get better. It takes time and resources - target what you want to accomplish.

Donna: So what’s in store for a retired Bobbie Pillar?

Bobbie: I will retire from Wasatch Mental Health on December 15, 2001. I am considering other full time job possibilities. I intend to go on and be of service to children, do some volunteer work, perhaps even serve on a Foster Care Citizen Review Board!

Donna: Is there anything else you would like to say as we conclude?”

Bobbie: Yes. Pearl S. Buck said one can tell the quality of a society by the way it treats its most vulnerable population. Foster Care Citizen Review Board is saying a lot of good things about how people – us- feel about children in foster care. The children are worth our time, consideration and investment.”

We will deeply miss Bobbie’s long term contribution to the children in foster care through the Foster Care Citizen Review Board. However, we all give her our best wishes and gratitude!

LETTER TO THE EDITOR ON DESERET NEWS ARTICLE

Recently, an article appeared in the Deseret News titled “DCFS ‘housecleaning’ urged.” One paragraph read: “As for the Office of Child Protection Ombudsman, the consumer Hearing Panel and the Foster Care Citizen Review Board, all designed to field complaints and review cases, the letter says ‘they only rubber stamp and give authenticity to the immoral activities of other state agencies.’”

As a member of a Foster Care Citizen Review Board, I respectfully disagree with this assessment. I became a member of the board because I love children and I wanted to do some volunteer work where I could be a positive influence for good in children’s lives.

I have found my service to be rewarding; though not easy.

I do not know anything about the Office of Child Protection Ombudsman or the Consumer Hearing Panel, but I do know about the Foster Care Citizen Review Board I serve on. Never, at any time, either during training or at our monthly reviews, has a single word been said about any obligation to “rubber stamp” or “give authenticity” to any state agencies. We are volunteers. Never have we been instructed to recommend anything other than what our own conscience dictates.

At our board meetings, we meet with the foster care children, their parents, their foster parents their caseworker, their therapist and anyone else directly involved the case. We have the opportunity to

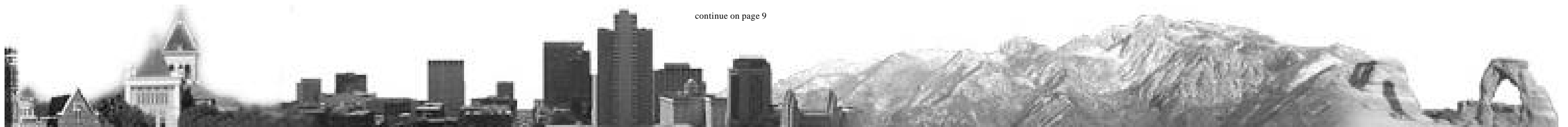
ask questions and to hear each side of the story. Based on what we read in the case histories and what we learn at the hearings, we make recommendations to the court as to what would be best for each child. We are the children’s advocates. That is our charge, and we have no other agenda. We have no legal authority, only the authority to make recommendations. The proceedings of these reviews are confidential, and that makes it difficult to answer our accusers.

We are not out to sabotage families or parents. All of us on the board I know are parents with a sincere desire to help children. I am not saying that everything is perfect with child welfare in this state. What government agency is perfect? But before throwing accusations around that they are “immoral,” maybe these 14 people who signed the letter should take a closer look at the individuals involved.

I wonder if any of those who signed the letter to the governor urging the “housecleaning” have ever attended a Citizen Review Board meeting. From their judgments, I would guess they have not.

If not, perhaps it would be wise for them to do so before they throw darts and seek to destroy what is a valuable community asset.

Patricia G. Lake of Salt Lake City has served on the Foster Care Citizen Review board for four years.





PRACTICE MODEL PRINCIPLES, *continued*

Attendees at the September 2001 Practice Model training broke into small groups to consider what questions Review Board members could ask during reviews to support the growth of the Practice Model.

“How?” You may be asking yourself. One suggestion: RECOGNIZE and write in the Dispositional Report when you see a caseworker demonstrate one of the Practice Model Skills. For example, “The Review Board recognizes the teaming of this caseworker in coordinating services for this child. The Board acknowledges the teaming effort of the caseworker by facilitating regular meetings with all the key parties of the child’s case.”

When we recognize the Practice Model Skills in a positive manner, it will improve the outcome for the child!

Your Board Coordinator’s will be talking more with you about DCFS’s Practice Model.

Here is a sampling of those questions developed by FCCRB review board members:

- *Has the caseworker received practice model training?
- *Has a child and family team meeting occurred?
- *If there is not a child and family team, what plans are there for establishing one?
- *How are the team’s recommendations meeting your needs?
- *What efforts have been made to complete the Functional Assessment?

- *For the child – How does your school help you? What do you like best about school?
- *What strengths does this family exhibit?
- *Do all concerned people share the information (a common big picture) necessary to assist the child?

Why not try these out and see what information you are able to receive during the review?



PRACTICE MODEL PRINCIPLES, *Utah Division of Child and Family Services*

Review Board members will be learning more and more about the **Practice Model Principles** implementation within the Division of Child and Family Services.

Ms. Reba Nissen of DCFS presented the Practice Model Principles at the Fall FCCRB training event, September 15, 2001.

The DCFS Practice Model Principles are:

Protection – Children’s safety is paramount; children and adults have a right to live free from abuse.

Development – Children and families need consistent nurturing in a healthy environment to achieve their developmental potential.

Permanency – All children need and are entitled to enduring relationships that provide a family, stability and belonging, and a sense of self that connects children to their past, present and future.

Cultural Responsiveness – Children and families are to be understood within the context of their own family rules, traditions, history and culture.

Partnership – The entire community shares the responsibility to create an environment that helps families raise children to their fullest potential.

Organizational Competence – Committed, qualified, trained, and skilled staff, supported by an effectively structured organization, help ensure positive outcomes for children and families.

Professional Competence – Children and families need a relationship with an accepting, concerned, empathetic worker who can confront difficult issues and effectively assist them in their process toward positive change.

Now, what does this mean to us as reviewers? What should we be looking for in the implementation of these principles? DCFS has defined Practice Model Skills. These are the skills reviewers can expect to see from DCFS caseworkers during the case review process.

A very important method for FCCRB reviewers to team up with DCFS in this implementation is to RECOGNIZE and COMMENT when DCFS caseworkers demonstrate the use of Practice Model Principles and skills.

A set of key practice skills has been formulated from the Practice Principles to “Put Our Values Into Action.”

Engaging – The skill of effectively establishing a relationship with children, parents and essential individuals for the purpose of sustaining the work that is to be accomplished together.

Teaming – The skill of assembling a group to work with children and families, becoming a member of an established group, or leading a group may all be necessary for success in brining needed resources to the critical issues of children and families. Child welfare is a community effort and requires a team.

Assessing – The skill of obtaining information about the salient events that brought the children and families into our services and the underlying causes brining about their situations. This discovery process looks for the issues to be addressed and the strengths within the children and families to address these issues. Here we are determining the capability, willingness, and availability or resources for achieving safety, permanence and well being for the children.

Planning – The skill necessary to tailor the planning process uniquely to each child and family is crucial. Assessment will overlap into this area. This includes the design of incremental steps that move children and families from where they are to a better level of functioning. Service planning requires the planning cycle of assessing circumstances and resources, making decisions on directions to take, evaluating the effectiveness of the plan, reworking the plan as needed, celebrating successes, and facing consequences in response to lack of improvement.

Intervening – The skill to intercede with actions that will decrease risk, provide for safety, promote permanence, and establish well being. These skills continue to be gathered throughout the life of the professional child welfare worker and may range from finding housing to changing a parent’s pattern of thinking about their child.

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WHO MOVED MY CHEESE? *Submitted by, Gretchen Howell, FCCRB Eastern Region Staff Assistant, July 27, 2001*

Who among us likes a routine...a comfortable, well-known routine? Most of us do to a certain extent. Whether you are at home, at work, or where ever, we like the “known” and fear the “unknown.” For example, we like to know we have food in the house to fix for dinner when we arrive home from work, laundry soap to clean the clothes, our own comfortable bed to sleep on at night. At work we have honed our ability to do our given tasks in a quick and thorough manner, because we repeat these tasks over and over again, and have never ending deadlines. When we go to grandma’s house for Sunday dinner we know she’ll make those scrumptious brownies, it’s a given. Few of us like change, especially unexpected change.

Who Moved My Cheese? is a story about change that takes place in a Maze where four amusing characters look for “Cheese”—cheese being a metaphor for what we want to have in life, whether it is a job, a relationship, money, a big house, freedom, health, recognition, spiritual peace, or even an activity like jogging or golf. Each of us has our own idea of what Cheese is, and we pursue it because we believe it makes us happy. If we get it, we often become attached to it. And if we lose it, or it’s taken away, it can be traumatic. The Maze in the story represents where you spend time looking for what you want. It can be the organization you work in, the community you live in, or the relationships you have in your life.

We all enjoy coming to staff meeting and hearing that we have to do our jobs differently don’t we? We jump at the chance to update our forms, revamp the Dispositional Report, change our tracking sheet due dates. Right!? Of course NOT! We groan and moan, including myself. We think to ourselves, WHY? Why do we have to change things? We knew the old way of doing things, we knew it well. *Who Moved My Cheese?* is about change and our attitudes towards it.

The four imaginary characters depicted in this story—the mice: “Sniff” and “Scurry,” and the little people: “Hem” and “Haw”—are intended to represent the simple and the complex parts of ourselves, regardless of our age, gender, race, or nationality. Sometimes we may act like “Sniff” who sniffs out change early, or “Scurry” who scurries into action, or “Hem” who denies and resists change as he fears it will lead to something worse, or “Haw” who learns to adapt in time when he sees changing leads to something better! Which one are you? Whatever parts of us we choose to use we all share something in common: a need to find our way in the maze and succeed in changing times.

Basically, the story follows the mice and the little people going to this specific place in the maze where they have found the cheese.

They go there everyday and eat cheese. They are content with their cheese and it makes them happy. Pretty soon they become disinterested in scouting for new locations in the maze that may have cheese there. Why should they, their cheese makes them happy. Then the mice notice that each day the cheese supply is dwindling and they prepare to search for new cheese. The little people do not see the dwindling supply of cheese, as they have become too complacent. One day the mice go to the cheese spot and there is no cheese to be found. Immediately, they put on their running shoes and search out the maze for new cheese. The little people are surprised to find no cheese. Who moved my cheese?, they thought. Instead of putting on their running shoes and searching the maze for new cheese, they stay at the same old spot and wait for someone to put the cheese back.

Haw slowly realizes that if he wants to survive he will have to face his fears and search for new cheese. He tries to get Hem to go along with him, but he will not. With each step along the way Haw learns about himself. Haw writes messages on the walls of the maze, hoping Hem will read them and want to search for new cheese with Haw. Haw is hungry, weak, and scared, but he continues to search for new cheese. Eventually he does find a new supply of cheese. Haw realizes that the cheese in the old spot had been dwindling each day, but he had failed to notice it back then. He also realizes that if he had begun looking for the cheese earlier he wouldn’t be so weak and hungry. Haw goes back to find Hem and tries to convince him to come with him to the new cheese spot, but Hem will not change and stays behind.

The most moving part of the book for me was the question, “What would you do if you weren’t afraid?” Now as I go about my daily life, I ask myself that question regularly. It has made a difference.

Thank you to Spencer Johnson, MD author of *Who Moved My Cheese?* with a foreword by Kenneth Blanchard, Ph.D.

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P.O. Box 12289 Dept. B
Newark, NJ 0701-5289

PH: 1-800-851-9311

Web site available for more information:
www.whomovedmycheese.com



Change Happens They Keep Moving The Cheese

Anticipate Change
Get Ready For The Cheese To Move

Monitor Change
Smell The Cheese Often So You
Know When It Is Getting Old

Adapt To Change Quickly
The Quicker You Let Go Of Old Cheese,
The Sooner You Can Enjoy New Cheese

Change
Move With The Cheese

Enjoy Change!
Savor The Adventure And
Enjoy The Taste Of New Cheese

**Be Ready To Change
Quickly And Enjoy It
Again & Again**

